

Design Process Diary

Team 23



Individual Introduction



Name:

**Shoson
Ngampukdeekul**

Programme:
Design and Branding

Bio: Thailand, 32

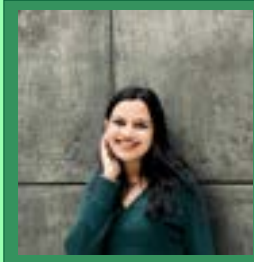
Background: Bachelor - Industrial Design / Work - Branding and Marketing Communication.

Reason for studying: life goal / to grow in career.

Personal interests: Branding, Media Franchising, Packaging Design, Sustainability, Trend Forecasting

Professional links: Brand Strategy, Market Research, Content Creating, Media Planning, Creative Direction

Hobbies: Playing Game, Eating, Netflix, Jigsaw puzzles



Name:

**Esha
Parwal**

Programme:
Design and Branding

Bio: Indian, 22

Background: Bachelor in Product Design

Reason for studying: Career growth

Personal interests: Branding & Packaging, UI/UX Design

Professional links: User Research, Content Planning

Hobbies: Badminton, Netflix, Travelling



Name:

**Xin
Lu**

Programme:
Design Innovation

Bio: China, 24

Background: Bachelor - Landscape Architecture

Reason for studying: Transfer my discipline more human-centred

Personal interests: Research and ideation, Speculative design

Professional links: User and field research ,Ecology /sustainability/urban/landscape planning and design

Hobbies: Alternative music, cook, films, nature, fashion



Name:

**Divanshi
Rungta**

Programme:
Design Innovation

Bio: Indian, 23

Background: Bachelor - Economics, Masters- UX and HCI Design / Work - Video Editor, UX Researcher

Reason for studying: Enhance designing skills, Grow further

Personal interests: UX Designer and Researcher, Graphic design, Video Editor, Market study and researcher.

Professional links: UX and HCI, Graphic Design, Content Editor.

Hobbies: Canvas Painting, Karaoke, Playing games.



Name:

**Naveen
Ravi**

Programme:
Design Innovation

Bio: Indian, 28

Background: Bachelor's in Computer Science & Engineering / Work - Photographer & UX Designer

Reason for studying: Career change

Personal interests: Innovation, Management, Creative Studies

Professional links:

Hobbies: Photography, Movies and Non-fiction



Name:

**Megha
Sharma**

Programme:
Design Innovation

Bio: Indian, 22.

Background: Bachelor of Fine Arts/ Creative Art Trainee at FCB India

Reason for studying: To climb the steps of the career

Personal interests: Illustrations/ Storyboarding/ Graphic Design

Professional links:

Hobbies: High Intensity workout, cooking, music, nature, travelling,introspecting

Meeting Minutes (1/3)

Meeting 1

Meeting date	Discussion/Action items	Outcome
Meeting 1: Mon 22/05/23 16:30	- Team member Introduce Themselves to each other - To understand the module and homework together	- The four of us introduce ourselves and get to know each other. - Everyone agreed to make one case study for each person and will discuss in the tutorial.
Agenda		Next steps
The First Meeting - To know each other and discuss about project.		Meet in the tutorial (after briefing section) to present own case study and share thought.
Attendees		
In attendance: Shoson, Xin, Divanshi, and Naveen		Next meeting Tue 23/05/23 10:15 (Online)
Non-attendance Esha and Megha		

Meeting 3

Meeting date	Discussion/Action items	Outcome
Meeting 3: (Online) Tue 23/05/23 [After Tutorial]	- Selecting Service Case - Naveen adds Swytch Bike - Shoson adds Santander Cycles - We will present the 5 case studies to Ana for further feedback. - (LEGO Education, Domestika, Zipcar, Swytch Bike and Santander Cycles) - Ana suggests that LEGO Education, Zipcar and Santander Cycles would be better choices, since Domestika is only available online, while Swytch Bike is more product-oriented than service-oriented. - In particular, Santander Cycles is sponsored by a large company and is a stable service that can be studied from many aspects. Including the sponsor's sustainable image promotion.	We have chosen Santander Cycles because it is the most accessible and can be studied from many aspects, like Ana pointed out.
Agenda		Next steps
Selecting Service Case		We'll do more research on Santander Cycles and do a Value Proposition Canvas before meeting at the next meeting to agree on a group name and banner.
Attendees		
In attendance Shoson, Xin, Naveen, Esha, and Megha		Next meeting Wed 24/05/23 (After Lecture) (Face to Face)
Non-attendance Divanshi (Due to the Training in her workplace)		

Meeting 3

Meeting date	Discussion/Action items	Outcome
Meeting 2: (Online) Tue 23/05/23 (Before Tutorial)	- We have presented the case studies that we have come up with. - Xin presents LEGO Education. - Shoson presents Domestika - Naveen presents (Divanshi's) Zipcar	We are still not sure which case study to choose. So we'll wait and ask Ana (Group Adviser) and agree that we will find more cases related to mobility such as Bicycle rental service.
Agenda		Next steps
Case Study Research		After being guided by Ana, we will choose the service to be used in this project together.
Attendees		
In attendance Shoson, Xin, and Naveen		Next meeting Tue 23/05/23 11:00 (After Tutorial) (Online)
Non-attendance Divanshi (but has submitted her work on Miro)		
Esha and Megha		

Meeting 4

Meeting date	Discussion/Action items	Outcome
Meeting 4: Wed 24/05/23 [After Lecture]	- Divide the work into different parts of the Design Process Diary. - Shoson does more "Research on Santander Cycles" and sets a Value Proposition Template on Miro. - Divanshi designs a "Banner" with the "Group Name" and everyone's character on Miro. - Vicky (Lecturer) gives us feedback to focus on some critical design questions rather than normal questions. - Dr Ida (Head of SDS) advises not to think of a solution too quickly. Now is the time when we try to study that service and find out its possibilities. - Research questions	- In the lecture, everyone worked together to come up with some questions and users and position questions on the map. - We have agreed to divide the work on the "Value Proposition Canvas" as follows: Divanshi and Esha = Product and Service, Customer Job Shoson = Gain Creators and Gains Xin = Pain Relievers and Pains Naveen = Proofread and Coherence - Shoson will be making an "Individual Intro," Template for everyone to add their own photo and short bio, and will add "Meeting Minutes" in Miro and template is designed by Divanshi.
Agenda		Next steps
Design Process Begin		We will be presenting the Value Proposition Canvas to Ana in the next tutorial. Tomorrow, We going to try Santander Cycles around LDN campuses and Westfield Stratford to experience them in action and find out their possibilities.
Attendees		
In attendance Shoson, Xin, Naveen, Divanshi, and Esha		Next meeting Tue 25/05/23 14:00 (Face to Face)
Non-attendance Megha		

Meeting Minutes (2/3)

Meeting 5

Meeting date	Discussion/Action Items	Outcome
Meeting 5: Wed 25/05/23 14:00	- Santander Cycles service experience - We meet on the campus to experience Santander Cycles together.	- We found that it is a good concept, useful and has good intentions. However, many of these disadvantages may prevent the investment in this product and service system from being used to its full potential. - Xin has taken pictures and filmed videos of our experience. - Shoson has created a Customer Journey Map Template on Miro.
Agenda		
Experience the service		
Attendees		Next steps
In attendance Shoson, Xin, Naveen, and Divanshi. Non-attendance Esha and Megha		- Shoson, Xin, Divanshi, and Naveen will put our experience with Santander Cycles on the Customer Journey Map. - Esha and Megha will finish the Stakeholders Map. - We will try to finish them before Monday and then we can discuss Tuesday after the lecture. Next meeting Tue 31/05/23 10:00 (Face to Face)

Meeting 7

Meeting date	Discussion/Action Items	Outcome
Meeting 7: Fri 02/06/23 10:00	- We had a discussion with Ana on how to approach the co-creation matrix. - She explained us the way forward. - Ana also reviewed our stakeholders map and gave suggestions for improvement.	- We understood that we need to go through the literature and get back to the co-creation matrix since it was essential to have good final outcome
Agenda		
The Co-creation and Innovation Matrix.		
Attendees		Next steps
In attendance Xin, Naveen, Divanshi, and Esha Non-attendance Shoson(Sick) and Megha		Understand the literature from the reading list to draft a co-creation matrix that would be suitable for our service design. Next meeting Thu 04/06/23 11:00 (Online)

Meeting 6

Meeting date	Discussion/Action Items	Outcome
Meeting 6: Wed 31/05/23 10:00	- Shoson, Xin, Divanshi, and Naveen have put the experience with Santander Cycles on the Customer Journey Map. - Esha and Megha did the draft of Stakeholders Map. - We think our Value Proposition map and Stakeholder map are not good enough. So we improved and wrote a description about them.	We divide the tasks that must be completed today as follows: - Shoson and Divanshi Finish - 750-Word of Value Proposition Canvas - Xin and Naveen - Finish 750-Word of the Stakeholder Map
Agenda		
To complete Value Proposition map and Stakeholder map		
Attendees		Next steps
In attendance Shoson, Xin, Naveen, Divanshi, and Megha (2nd half) Non-attendance Esha (Joined for 5 minutes in starting)		Next meeting Thu 02/06/23 10:00 (Online)

Meeting 8

Meeting date	Discussion/Action Items	Outcome
Meeting 8: Sun 04/06/23 11:00	We have created Persona and User Scenario for both Daily Users and Casual Users. Then we thought the Casual User Scenario was something that needed a lot of improvement. This is consistent with our previous analysis that frequent customers benefited from features that simplified and lowered service costs, whereas new or infrequent users faced barriers. Santander Cycles' users are mostly young white males contrasts with the diversity of London which indicates that the service is not as inclusive as it should be.	-We therefore think it is important to develop an innovation strategy in a more open way. And we started a Co-creation Framework and Innovation Matrix to discuss with Ana in the next tutorial.
Agenda		
Pre-Analysis Strategic Innovation		
Attendees		Next steps
In attendance Shoson, Xin, Naveen, and Divanshi. Non-attendance Esha and Megha		Finish Co-creation Framework and Innovation Matrix Next meeting Mon 05/06/23 10:00 (Online)

Meeting Minutes (3/3)

Meeting 9

Meeting date	Discussion/Action Items	Outcome
Meeting 9: Wed 07/06/23 10:00	- Before the meeting we attended FLUX and talked to Dr Ida, she explained that our work in this module should focus on processes such as How we select and use tools of design in the innovation process. - So we went back and read the slides and articles of Thor's lecture on how to design the innovation process. Then we tried to improve The last 2 Tools.	We divide the tasks that must be completed today as follows: Shoson - Finish 750-Word of Innovation Matrix Naveen - Finish Bike Rental Brands Value Rating Divanshi - Finish 750-Word of Co-creation Framework Xin - will help Divanshi proofread and edit Magha - Finish online observation
Agenda		Next steps
To improve the Co-creation and Innovation Matrix.		- Tomorrow, everyone will meet online organize data and develop layout design of the diary.
Attendees		
In attendance Shoson, Naveen, and Megha(2nd half) Non-attendance Xin(Covid), Divanshi(Sick), and Esha(Travel)		Next meeting Thu 08/06/23 10:00 (Online)

Meeting 11

Meeting date	Discussion/Action Items	Outcome
Meeting 11: Wed 09/06/23 10:00	- We meet online to do the last organize data and develop layout design of the diary. - Due to technical download issues with the Design Process Diary, SDS team sent us an email about the adjustments. - We don't have to download the PDF, Ida will download it and send it to us via email. we will have to complete our work in Miro on the original deadline of Friday, June 9th, 3pm and then need to upload it onto Learn (postponed deadline is Monday, June 12th, 3pm.)	One team member will upload it onto Learn on behalf of the team on Monday, June 12th before 3pm
Agenda		Next steps
Export documents to PDF and submit them in the system		Everyone must remind each other not to forget to submit their work.
Attendees		
In attendance Divanshi, Shoson, Xin and Naveen Non-attendance Esha, and Megha		Next meeting Mon 12/06/23 12:00 (to submit our work)

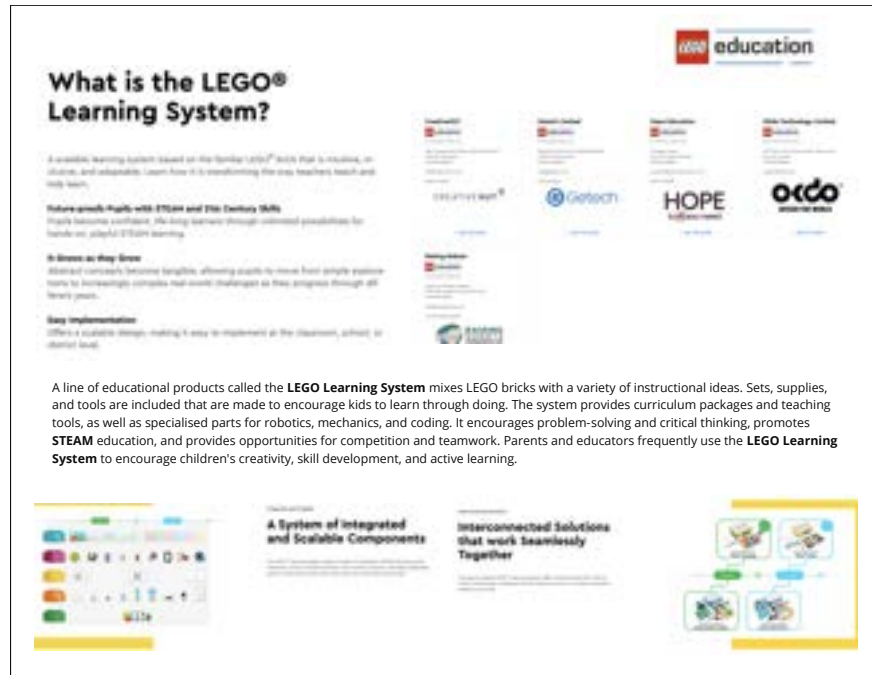
Meeting 10

Meeting date	Discussion/Action items	Outcome
Meeting 10: Thu 08/06/23 11:00	Divanshi - Finish 750-Word of Co-creation Framework Shoson - Finish 750-Word of Innovation Matrix and meeting minutes. The work is divided into three sections. 1. Organize all data and functions and in a format that fit PDF (Shoson) 2. Enhance the visual appeal of the diary (Divanshi) 3. Proofread and modify the texts to ensure consistency with the tools (Xin)	Naveen - will finish Stakeholders Map Text and reread everything to ensure consistency of the diary.
Agenda		Next steps
Organize data and develop layout design.		- Tomorrow, everyone will meet online one last time to export files and submit work.
Attendees		
In attendance Shoson, Divanshi and Xin Non-attendance Naveen, Esha and Megha		Next meeting Tue 09/06/23 10:00 (to submit our work)



Sector Review (1/2)

Education



What is the LEGO® Learning System?

A scientific learning system based on the playful LEGO® bricks that is intuitive, interactive, and adaptable. Learn how it is transforming the way teachers teach and kids learn.

Future-proof pupils with STEAM and 21st Century Skills
Pupils become confident, life-long learners through unlimited possibilities for hands-on, playful STEAM learning.

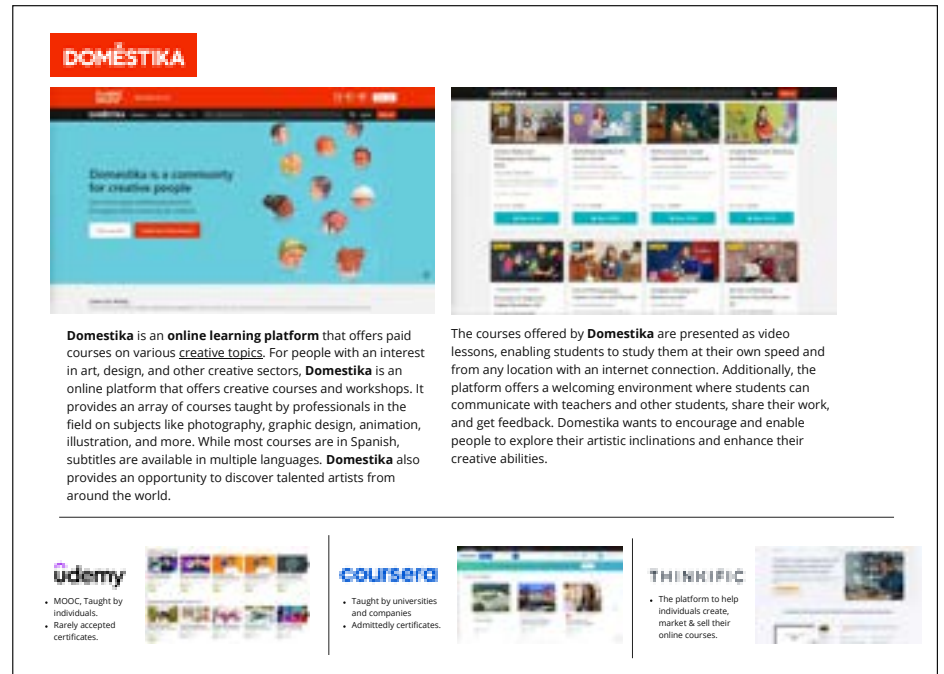
It grows as they grow
Abstract concepts become tangible, allowing pupils to move from simple system parts to increasingly complex real-world challenges as they progress through 45 lesson plans.

Easy implementation
Offers a custom design making it easy to implement at the classroom, school, or district level.

A line of educational products called the **LEGO Learning System** mixes LEGO bricks with a variety of instructional ideas. Sets, supplies, and tools are included that are made to encourage kids to learn through doing. The system provides curriculum packages and teaching tools, as well as specialised parts for robotics, mechanics, and coding. It encourages problem-solving and critical thinking, promotes **STEAM** education, and provides opportunities for competition and teamwork. Parents and educators frequently use the **LEGO Learning System** to encourage children's creativity, skill development, and active learning.

A System of Integrated and Scalable Components

Interconnected Solutions that work seamlessly Together



DOMESTIKA

Domestika is a community for creative people

Domestika is an **online learning platform** that offers paid courses on various **creative topics**. For people with an interest in art, design, and other creative sectors, **Domestika** is an online platform that offers creative courses and workshops. It provides an array of courses taught by professionals in the field on subjects like photography, graphic design, animation, illustration, and more. While most courses are in Spanish, subtitles are available in multiple languages. **Domestika** also provides an opportunity to discover talented artists from around the world.

The courses offered by **Domestika** are presented as video lessons, enabling students to study them at their own speed and from any location with an internet connection. Additionally, the platform offers a welcoming environment where students can communicate with teachers and other students, share their work, and get feedback. Domestika wants to encourage and enable people to explore their artistic inclinations and enhance their creative abilities.

udemy

- MOOC. Taught by individuals.
- Rarely accepted certificates.

coursera

- Taught by universities and companies.
- Admittedly certificates.

THINKRIFIC

- The platform to help individuals create, market & sell their online courses.

Sector Review (2/2)

Mobility

Zipcar

With the help of Zipcar, people have easy access to a variety of vehicles whenever they need them. Without the requirement for conventional automobile ownership, it operates in many cities across the globe and offers members the ability to rent cars for an hour or a day. Members can make an online or mobile app reservation for a car, then use their membership card to unlock and start the car. Usually, the rental charge covers the cost of fuel and insurance. There are many different automobile types available through Zipcar, which is renowned for being simple to operate, reasonably priced, and ecologically friendly. For people who don't own a car or occasionally need access to one, it offers a practical form of transportation.

Check the video out
<https://www.bicyclenews.com/>

A conversion kit called Swytch Bike turns an ordinary bicycle into an electric bike. The company was founded in 2017 and has gained popularity for its innovative approach to e-bike conversion.

The kit is designed to be easily installed on almost any bicycle without the need for special tools or technical expertise. It's a user-friendly solution that enables cyclists to upgrade their existing bikes and enjoy the benefits of electric assistance.

It has a compact hub motor, an easily replaceable battery, and a handlebar-mounted control device. With its simple configuration and adaptability, Swytch Bike improves your cycling experience without the need for a separate electric bike by offering electric support while pedalling.

Swytch Bike provides an affordable and convenient way to convert your regular bike into an electric bike. It offers versatility, portability, and a range of options to cater to different riding needs.

Santander Cycles

Santander Cycles is the original London bike hire scheme, operated by Transport for London. To hire a Santander bike, insert a credit or debit card into the terminal at the beginning docking station and return the bike to another docking station and ensure it is properly locked.

- The hire zone covers a vast area in London
- There are over 12,000 bikes available at 800 docking stations across central London.
- Cost: £1.65 for 30 minutes, £3.30 for e-bike; £2 for 24-hour access, first 30 minutes free
- Need to process with docking station (if there are no available spaces at a docking station, find another one to avoid a fine of £300)
- Transport apps like CityMapper and the official app allow users to check bike and docking station availability.

Lime

- Lime has become popular in London after acquiring Uber's Jump bikes and repainting them green.
- Lime bikes offer speed and the best acceleration among the current range of hire e-bikes.
- The saddle is comfortable, and the seat post can be adjusted for taller riders, making it user-friendly.

References:

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Domestika is a community for creative people (no date) Domestika. Available at: <https://www.domestika.org/en> (Accessed: 01 June 2023).

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Service Case Study (1/2)



What is Santander Cycles

Santander Cycles is the original **London bike hire scheme**, operated by Transport for London.

- In 2007, the Mayor of London announced plans to implement a cycle hire scheme based on the network in Paris.
- The Transport for London (TfL)'s cycle hire scheme, initially known as Barclays Cycle Hire, launched in 2010, with 5,000 bicycles and 315 docking stations in central London.
- The scheme required registration and membership fees initially.
- The project was expected to cost over £140 million for planning and implementation, with the aim of fully funding its annual operating cost.
- In 2015, sponsorship of the scheme transferred from Barclays to Santander, and it was renamed Santander Cycles.
- The scheme has continued to expand, covering 40 square miles of London with over 12,000 bikes and 800 stations.
- In October 2022, TfL added 500 new docked e-bikes to the cycle scheme.



How it works

Step 1 - Hire

1.1 Use the Santander Cycles app

go straight to a bike and avoid any docking station queues. Also, you won't have to touch the terminal.

1.2 Use debit or credit card, go to the nearest docking station terminal (cannot use contactless phones or watches)

- Choose 'Hire a cycle', follow the on-screen and take the printed release code
- Choose your bike and check the condition.
- Type your code into the docking point's keypad.

Step 2 - Ride

- Pull the bike out when the green light appears and you're good to go!

Step 3 - Return

- Push the bike firmly into any empty docking point
- Wait for the green light - this will show that the bike is securely docked.
- If the docking station is full, you need to find another nearby station.

2022 e-bikes

New e-bikes were introduced in October 2022]

- "Power assist" motor – maximum speed 15.5 mph (24.9 km/h)
- Electric battery
- When the battery charge falls to 20 per cent, maintenance staff receive an alert and the e-bikes cannot be released from their docking station until a fully-charged replacement battery is installed.



What you pay

Normal Bikes

Pay as you ride

- £1.65 for up to 30 minutes

Monthly membership

- £20 a month - Unlimited rides up to 60 minutes for 30 days

Annual membership

- £120 a year - Unlimited rides up to 60 minutes for 365 days

E-bikes (Hire only available through the app or a membership key, users must be registered)

Pay as you ride

- £3.30 for single rides up to 30 minutes

Monthly and Annual membership

- add a surcharge of £1 (on top of the normal monthly and annual membership fee) for rides up to 60 minutes

Discounts

NHS employees = 50% discount on annual membership (£60).

Students / Graduates (within 5 years) /

Scrappage scheme = 25% discount on annual membership (£90).

Service Case Study (2/2)

Thought:

The Santander Cycles, also known as the "Boris Bikes" after the former Mayor of London, Boris Johnson, is a public bicycle hire scheme in London, United Kingdom. The scheme was launched in 2010 and has since become an integral part of the city's transportation infrastructure. The primary goal of Santander Cycles is to provide a convenient and environmentally friendly mode of transportation for both residents and visitors in London. The service was introduced to address several key challenges faced by urban commuters and city dwellers. These challenges include traffic congestion, limited parking spaces, air pollution, and the need for a flexible and affordable transportation option. Santander Cycles aims to fulfil several user needs such as Last-Mile Connectivity, Congestion Reduction, Affordable Transportation, Environmental Sustainability, and People Fitness.

Santander Cycles serves as an excellent case study

1. It has a lot of interesting aspects to analyze for service system innovation: The various components of the service, including the bikes themselves, the docking stations, the mobile application, and the membership system, present interesting aspects to explore and enhance.
2. Its unique blend of private sponsorship and public involvement: Operated by Transport for London, the scheme has a significant public dimension, despite being supported by a private sponsor, Santander. This combination of private sponsorship and public involvement offers valuable insights into strategic considerations and the motives behind such partnerships.
3. It has potential to become a Social Innovation case with the goal of Santander Cycles is to provide a convenient and environmentally friendly mode of transportation for both residents and visitors in London.
4. Its accessibility: We can examine the service and study the users' experiences, and valuable insights can be gained about meeting customers' needs effectively.

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- Transport for London (2022c) *What you pay*, Transport for London | Every Journey Matters. Available at: <https://tfl.gov.uk/modes/cycling/santander-cycles/what-you-pay> (Accessed: 23 May 2023).

Questions about the service

(Lecture Material)

Product

Why Santander cycles applies docking point rather than auto-lock system?

Xin Lu

Can the energy of users' cycling be collected to build something?

Xin Lu

How many docking stations are present around the city?

Naveen

How are the docking stations distributed?

Naveen

How does the introduction of technology, such as mobile apps enhance the user experience with Santander Cycles?

esha parwal

Why can't the tfl have docking stations outside the tube stations which would improve access to SC?

Naveen

System

How SC manages/maintains their system? (e.g. solve the broken bikes)

Xin Lu

Why is there not a day pass similar to tubes?

Naveen

How does the Santander Cycles system operate, and what are the key features?

esha parwal

Why can't the tfl introduce a pass that includes both cycles and tubes in the day pass?

Naveen

User

What the users expect from SC except cycling service?

Xin Lu

What are the reasons and motivations for people to use Santander Cycles instead of other modes of transportation?

esha parwal

What Santander's feature is users top of mind?

Shoson (Ake) N.

How has the usage and popularity of Santander Cycles evolved over time?

esha parwal

Who is there targeted audience?

Divanshi Rungta

Business

Can people be rewarded for using SC instead of the other TfL services to promote a healthier lifestyle?

Naveen

Are there any possibility area that Santander Cycles can expand there service to?

Shoson (Ake) N.

What is SC future plan?

Xin Lu

How about cycles for secondary school children and an exclusive pass for them?

Naveen

Can the service be used by those who aren't using mobile app?

Divanshi Rungta

Related Users

Long Term

Commuters

Residents of London

People who use it as connection of their travel.

Daily users

Students

Office Workers

Short Term

Tourists / Visitors

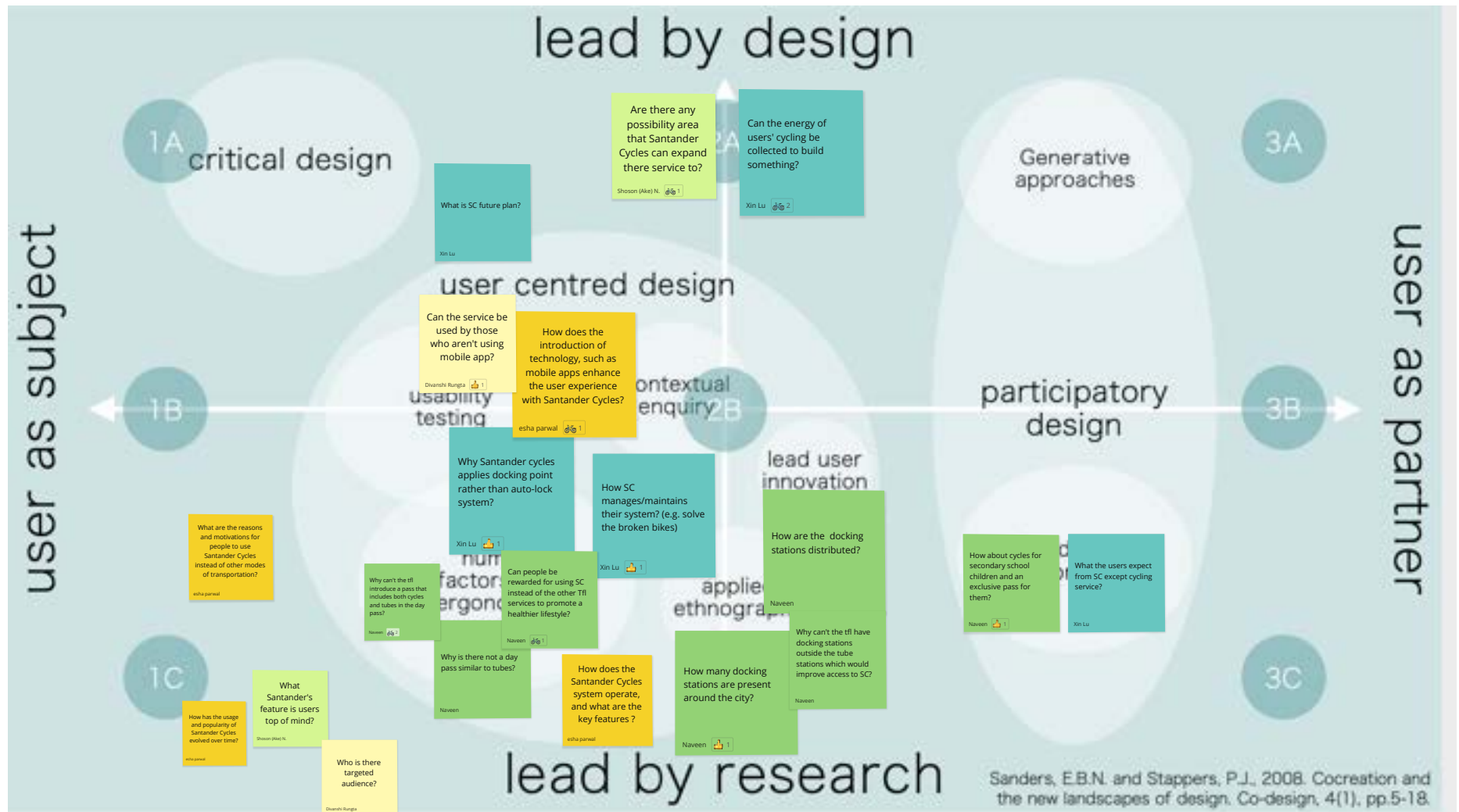
People who are curious about exploring the service

For Leisure Experience

health conscious people

Environmental Conscious

Question Positioning

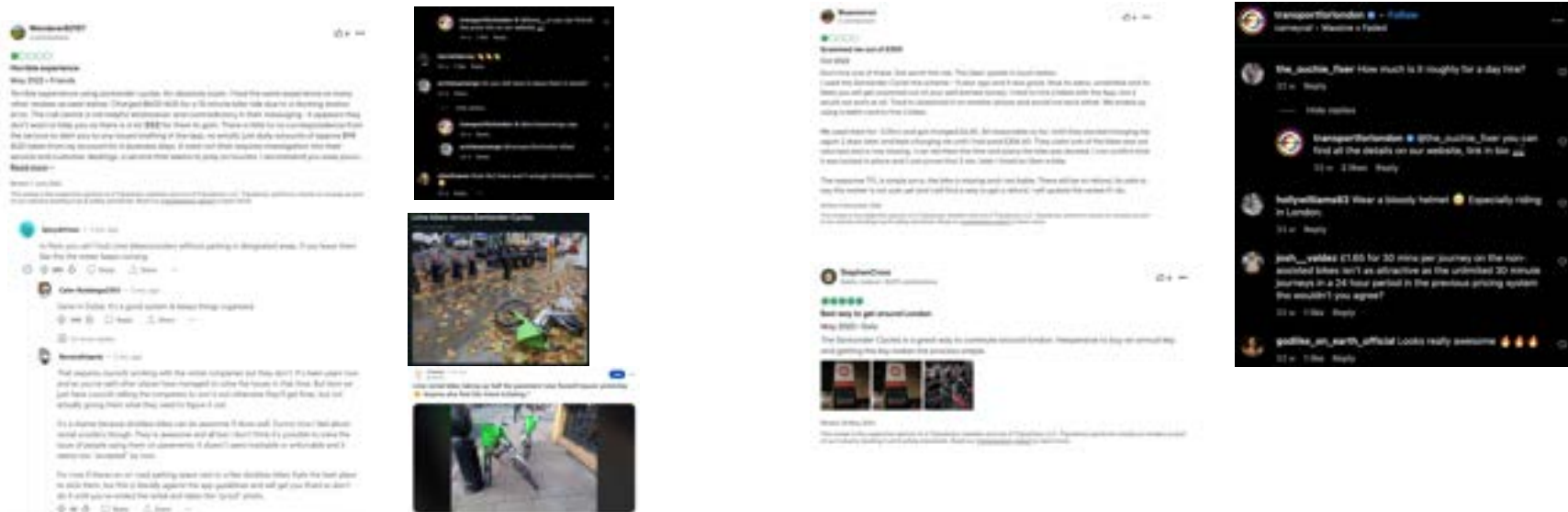


Pre-analysis of Service Case

Online Observation

The docking stations were inconvenient. But it keeps the scheme reliability, cycle quality, and the general tidiness of the neighborhoods surrounding the docking stations.

Oyster card, payment issues, a lack of real-time rental time display while cycling, and an app that is not user-friendly for travel planning.



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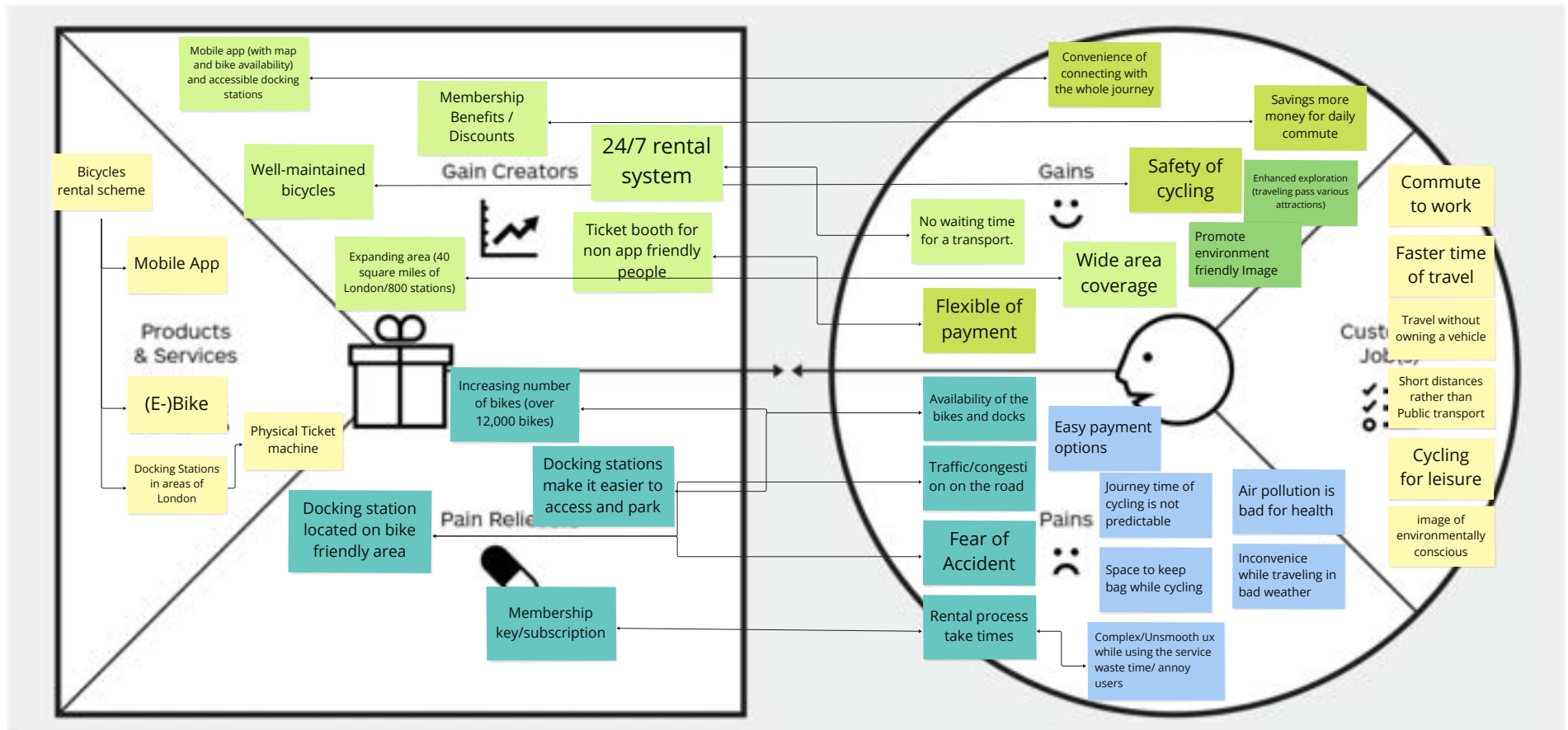
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Customer Journey Map (Offline Observation)

Journey Steps	Discovery Why do they even start the journey?	Registration and Rental via the App	Rental at the station	First Use / Cycling How can they feel successful?	Bike Return	Retention and Advocacy Why would they comeback and invite others?
Actions What does the customer do? What information do they look for? What is their context?	check price and rental scheme from website nearest docking station Regular / e-bike availability offers and promo codes available	Download Santander Cycles App → Register → Log-in Navigate or Search for location → Check availability → Hire a bike (at the station)	Go to the station → Use the touch screen to Hire a bike → Physical Card Get a release code → Unlock the bike	Look at the map → Start cycling (after Unlock the bike) → Go to direction you know (If don't stop and read a map)	Go to the nearest docking station → Push the bike firmly into the docking station → Wait for the green light to confirm that the bike is docked	Cheaper option than using a private transport Good & enjoyable experience throughout the journey Bit expensive for E-bike.
Touchpoint What part of the service do they interact with?	Docking Station, Application, Advertising	Application (for Register), Santander Cycles Application, Docking Station	Docking terminal, Paying using Physical card, Typing in the release code at the docking station, Santander Cycles Application	Station Map, Bike, Lock, Open Map, Bag holder	Docking station, Santander Cycles Application	Social media and other web platforms, Word of mouth
Image of Process						
Needs and Pains What does the customer want to achieve or avoid?	Need to know more information	The app has a fast response. Too many verifiers the flow not very clear Application not working while putting card details, not justifying the reason clearly	The touch screen not good response the flow and UI not very clear Physical Card needed for payment. Very less E-bike	Bikes are in good condition No information of the duration left No phone stand for checking navigation. If the weather is bad/ air pollution If the bike is broken on the way E-bike safety issues and rules. Baggage area is too small for backpack	If the docking station is full No sync about the distance and time during/after ride	Reviews on the web Telling about the experience to the people they meet
Customer Feeling What is the customer feeling? Tip: Use the emoji app to express more emotions	Curious (Positive)	Irritated if the app isn't working and they are also not carrying physical card. Confused	Touch makes it bit difficult to get smooth experience.	Enjoy the cycling Confused, (not sure of the way or traffic rule)	Confused about the usage	Enjoy their destination Fun, share experience to friends Moody, complaining
Opportunities What could we improve or introduce?	Promote more Process of use / How to unlock	Develop the flow of use Easy to use UI/UX for the app QR code for registration.	More practical screen More E-Bike Better UX/UI Develop the flow of use More alternative Payment (Contactless Payment)	Day pass More accessible (showers, lockers, Panniers) Facility for casual Ride	Time-count Successful return message App/Text/Email	

Design Tools for Analysis of Service Case

Value Proposition Canvas



Value Proposition

The value proposition is a word that describes the special value and advantages that a company, product, or service offers to its clients. To understand how Santander Bicycle meets consumer needs and sets itself apart, it is important to examine its essential features, advantages, and benefits. Evaluating the effectiveness of marketing initiatives through the value proposition allows for desirable service and improved brand positioning (Osterwalder et al., 2015). Accordingly, The Value Proposition Canvas is a powerful tool that helps us understand value creation patterns by organizing customer information and designing effective value propositions and business models. It consists of two sides: the Customer Profile and the Value Map. The Customer Profile provides a structured understanding of a specific customer segment, including their jobs, pains, and gains. On the other hand, the Value Map describes the features of a value proposition in a structured manner. It includes the products and services offered, pain relievers that address customer pains and gain creators that deliver customer benefits (Strategyzer, 2017). Moreover, we also use it as a tool for teams to leverage our skills, foster productive meetings, and align value propositions, ensuring ongoing relevance.

Santander Cycles, better known as the Boris Bikes, provides residents of London with an easy-to-use bike hire scheme that serves as an alternative mode of transportation for daily commuting (Transport for London, 2015), allowing users to reach their workplaces efficiently, bypassing traffic congestion and public transport delays. It eliminates the financial burden and responsibilities associated with car ownership, providing customers with a convenient option for travelling within the city (BBC News, 2020). The service fulfils the needs of individuals looking for faster travel times for short distances offering a simple and efficient alternative to public transportation. To fulfil customer jobs, Santander Cycles provides a range of products and services. The rental scheme offers bikes and e-bikes as the means for efficient travel and enjoyable cycling experiences. The mobile application, known as the Santander Cycles App, serves as a convenient tool for easy bike rental. Docking stations strategically positioned throughout London ensure convenient access to bikes and facilitate seamless journeys (Transport for London, 2022). The service fits a variety of customs duties, such as effective daily commuting, urgent accessibility journey, environmental awareness travelling, and even recreational activities. Santander Cycles helps make cities more sustainable and greener by offering a cheap, simple, and environmentally beneficial mode of transit.

To achieve the gains, Santander Cycles has implemented several Gain Creators. Firstly, they have expanded their coverage area to encompass 40 square miles of London, with around 800 docking stations (Transport for London 2016). This expansion enables wide area coverage and ensures that customers can access the service easily. Additionally, the rental system operates 24/7, eliminating the need to wait for transportation and providing immediate access to bicycles. Moreover, Santander Cycles offers a ticket booth for customers who are not app-friendly, providing flexibility in payment options. They also have a user-friendly mobile application that displays bike availability and maps, along with accessible docking stations. Membership benefits and discounts are available to help customers save money on their daily commutes. Furthermore, Using the docking system also allows the staff to provide thorough and well maintained of the bikes, ensuring safety while cycling. Although Santander Cycles' Gain Creators address several customer gains, there are still some gains that have not been fully met. For instance, the service could enhance the exploration aspect by promoting cycling for leisure and travelling to various attractions. Additionally, promoting an environmentally friendly image could be another gain that Santander Cycles could focus on to attract more customers.

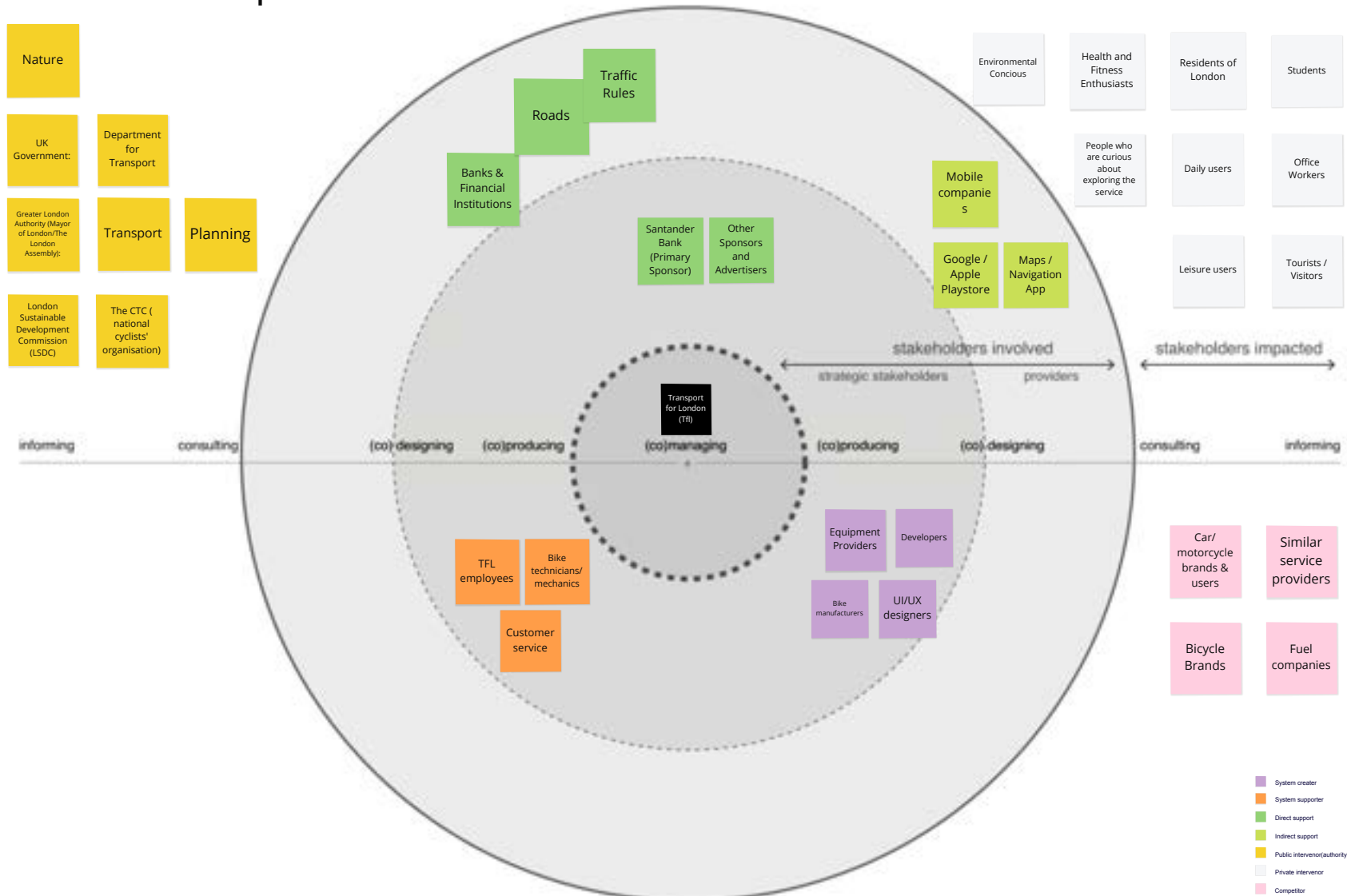
Customers also experience certain pains that Santander Cycles aims to alleviate. These include the availability of bikes and docks, traffic congestion on the road, the fear of accidents, and the rental process taking time. The pain relievers implemented by Santander Cycles include increasing the number of bikes to over 12,000, ensuring that availability is not a significant issue. Docking stations make it easier to access and park the bikes, and their locations are selected to be in bike-friendly areas. Membership keys or subscriptions help streamline the rental process (Transport for London 2022). While these pain relievers effectively address some customer pains, there are still areas that could be improved and also unaddressed pains that customers may experience. These include the need for easier payment options, unpredictability in journey times, insufficient space to keep bags while cycling, concerns about air pollution's impact on health, concerns about safety from accidents, and inconvenience during bad weather conditions. Addressing these unmet pains could further enhance the value proposition of Santander Cycles' products and services.

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Design Tools for Analysis of Service Case

Stakeholders Map



Stakeholder

Stakeholders Map is basically mapping done to locate important stakeholders, that is, people or organizations that have a stake in your project, product or service and figuring out how they relate to one another. We will be able to take into account not only all the phases of the creation of the product or service but also how each of those phases explicitly connects to the individuals in the team, in the organization, or even outside of the business by creating a stakeholder map. Stakeholders are people, organisations, or other entities who have an interest in the project and have the power to influence its result (Littau, Jujagiri and Adlbrecht, 2010).

Outside the circle in the map, there are various stakeholders who do not directly contribute to the service but are also involved in it. At the top left corner, all the yellow stickers stand for the public intervenors. Government sectors including UK Government and Greater London Authority (GLA) has greatly promoted and supported the service. In February 2008, plans for the London cycle hire scheme were officially unveiled by Ben Livingstone (Russell, 2008) and in 2010 the scheme was launched by Boris Johnson after negotiation with London boroughs (BBC, 2020). According to the Mayor's Transport Strategy (Mayor of London, 2018), 'the central aim is for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041'. Healthy Streets Approach is adopted to improve air quality, reduce congestion and help make London's diverse communities greener, healthier and more attractive places to live, work, play and do business, including Cycling action plan (Mayor of London and TfL, 2018). Besides, Mayor of London and TfL (2022) also prepared the Sustainable Transport, Walking and Cycling chapter in London Plan Guidance to explain how Development Plans and development proposals should support walking, cycling and public transport. In a larger scale, the UK Government offers guidance for local authorities on delivering high quality, safe cycle infrastructure (Department for Transport, 2020).

At the top right corner in the map, all the white stickers stand for private intervenors. Except the users who use the service functionally like office workers, there are also numbers of people use the service because of concern about environment or health (Transport for London, 2022). There are also stakeholders who are competitors to the service in pink stickers. On one hand, organizations who provide similar service like Lime can be directly threatened by the service and some bicycle brands who sell products for individual use can be suppressed (Hopkins, 2022). On the other hand, business involved in other transportations including car or motorcycle manufacture and fuel companies could sell less. Meanwhile, all these competitors could be challenged to develop further to win the game. The stakeholder map also involves strategic stakeholders who help in building the service and the providers who help provide direct or indirect support to the users in running the service. The strategic direction and success of a project, initiative, or organization are significantly influenced by persons, groups, or organizations known as strategic stakeholders. They often have significant authority, impact, and ownership in the project's decisions and outcomes. In this, the Santander Cycles involves Google and Apple Play stores as providers where users can download and use the navigation app and the Santander Cycles app itself. Mobile devices also play a major role in supporting the entire service so mobile companies are also part of providers. These are considered indirect supporters of the service.

The other major providers that provide direct support are banks and financial services that help the users to pay for the service. The traffic rules and roads provide direct support for the service to function. Strategic stakeholders can influence an organization's future course and are frequently vested in it. In this case, Santander Bank is the primary provider of this service in collaboration with the TfL (Transport for London, 2021). When they provide financial support for the service, other sponsors and advertising can also be viewed as strategic partners. On the other hand, since they are crucial to the proper operation of the service, TfL personnel who may be performing repair and other customer services could also be significant strategic stakeholders. Finally, the software development team, the design team, and the makers of bicycles and other equipment are all strategic stakeholders without whom the service would not have been conceivable.

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Pre-Analysis Strategic Innovation

User persona

Daily User Persona



I can reach my workplace faster with the help of Santander Cycles

Josh

Age: 32

Occupation: Barista

Location: London

Income: 28000 Pounds

Background

Josh works as a devoted barista for a Costa. He prefers a calm existence and to spend his free time in nature and gardens. He commutes to work on a bicycle and uses the same means of transportation to get home. He genuinely enjoys cycling to his destination, but he needs to get there early for work. He is not particularly tech savvy, so using apps may be challenging for him. He also thinks that occasionally because inaccurate information regarding availability on the app made his days difficult.

Needs

- Availability of Bicycles
- Easy and hassle free of collecting cycle and returning back to docking station.

Goals

- Cycle to Workplace : Josh wishes to cycle to workplace since it is convenient for him

Pain points

- Difficulty in finding space at the docking station
- Misinformation about cycle availability
- Not able to know the time duration of bicycle
- Application isn't smooth as well as he isn't that tech savvy

Interests

- Coffee & Pub Crawls
- Bouldering
- Football

Casual User Persona



We Deserve a Healthy Planet

Anna Müller

Age: 32

Occupation: Marketing Executive

Nationality: German

Location: Hackney

Income: \$3,500 per month

Background

Anna Müller is a Germany expatriate working in London, she moved to the city a year ago for a career opportunity in marketing. Anna is passionate about sustainable living and environmental conservation, which is reflected in her lifestyle choices. She actively seeks ways to reduce her carbon footprint and make eco-friendly decisions. Renting allows her to enjoy the benefits of cycling in London without the financial commitment and responsibilities of owning a bike.

Needs

- Convenience and Accessibility: She wants the flexibility to pick up and return bikes without any hassle. While cycling, she wants to ensure the right direction more easily.
- User-Friendly Experience: She values a straightforward and intuitive renting process.
- Well-Maintained Bicycles: Anna requires bikes that are well-maintained, comfortable, and in good working condition.
- Cycling route: More space or recommended routes for pleasant and safe cycling across the city.

Goals

- Explore: Anna aims to make the most of her weekends by discovering hidden gems and landmarks in London, while avoid crowded public transportation.
- Sustainable Transportation: reduce her carbon footprint by using bike renting.
- Health and Fitness: incorporate exercise into her leisure activities.

Pain points

- Confused about the directions while cycling
- Sick of breathing in the city's car fumes especially in summer when wearing masks is uncomfortable
- Waste time in the unsmooth bike rental process
- Sometimes couldn't find a safe and scenic cycling route in crowded city centre
- Concerned about the coverage of docking stations. She needs to find a docking station near parks, and attractions that she go to pick up or return a bike.

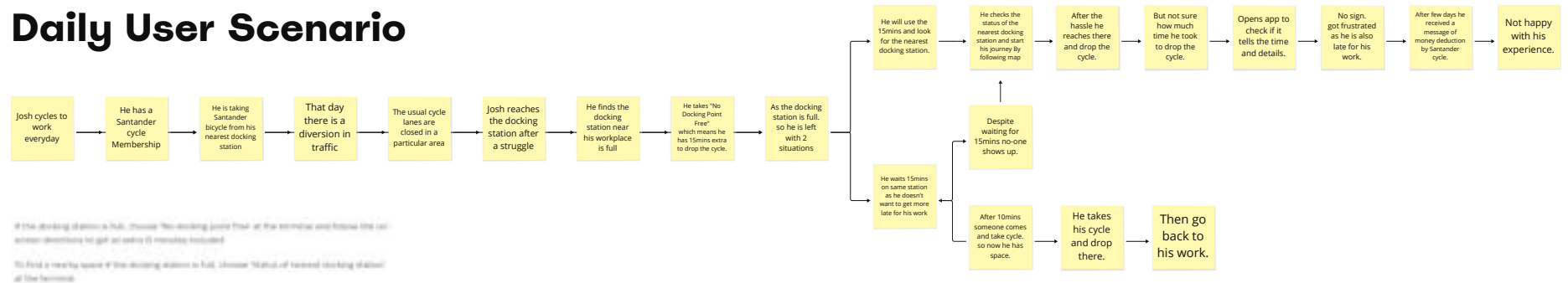
Interests

- Sustainability
- Active and healthy lifestyle
- Cultural Exploration

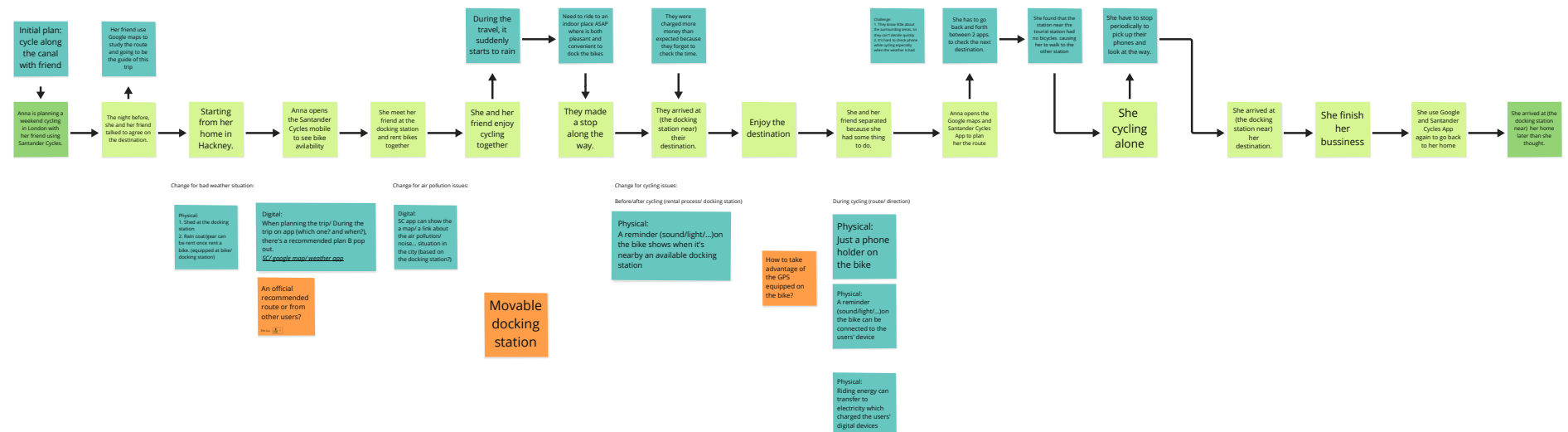
Pre-Analysis Strategic Innovation

Persona Scenario

Daily User Scenario



Casual User Scenario

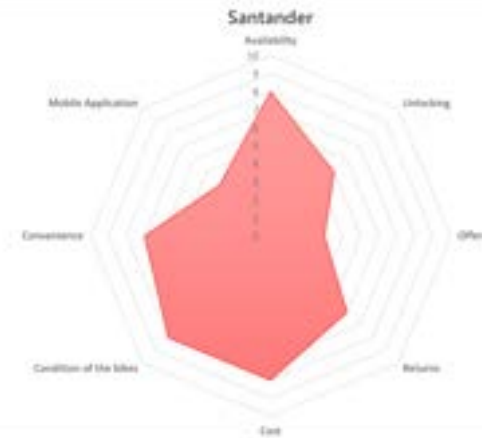
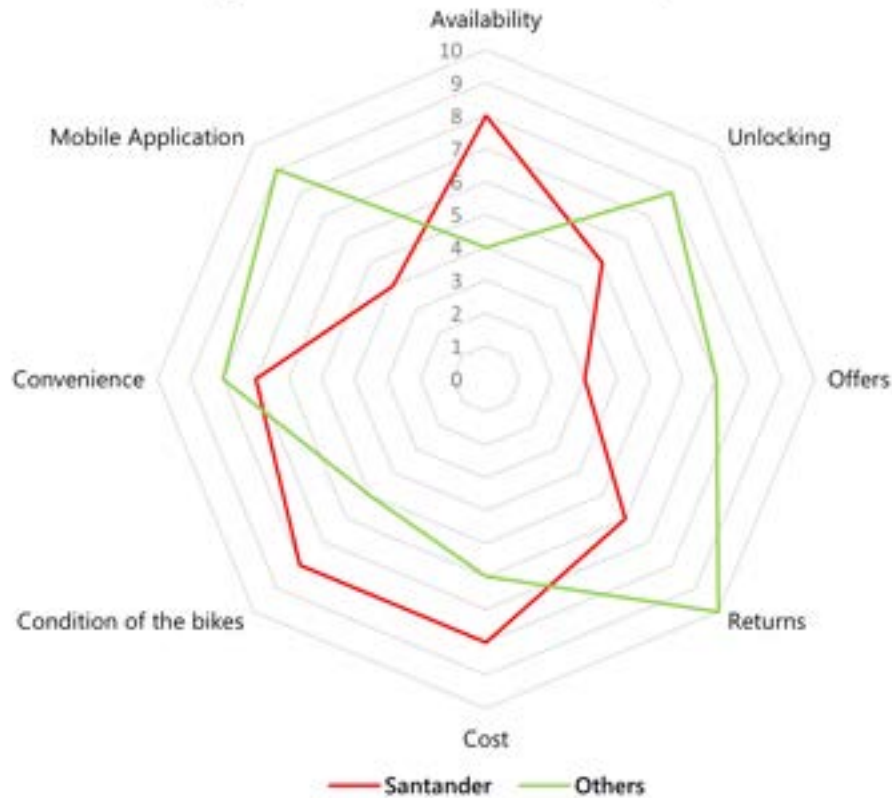


Pre-Analysis Strategic Innovation

Value Rating



Value Analysis between Santander Cycles and Others



Pre-Analysis Strategic Innovation

Study on Casual User

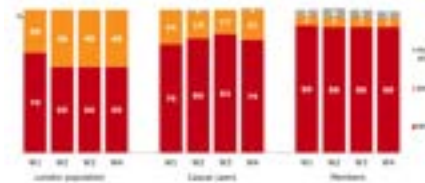
Santander Cycles Casual Users Profile – Q2 2015/16



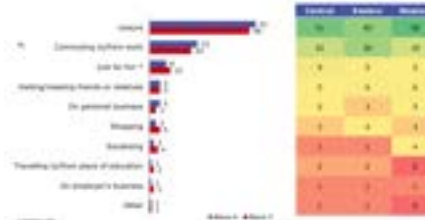
©TfL



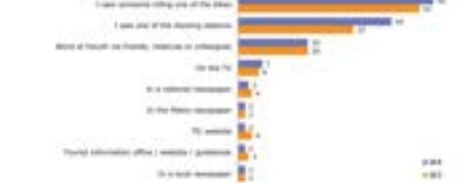
In comparison to the general London population, BAME people continue to be under-represented, especially among Santander Cycles members.



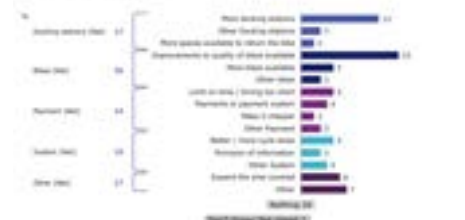
Leisure remains the main reason for using Santander Cycles with around half using for this purpose. The scheme is also used for commuting, particularly in the Eastern zone.



Since wave 3, there has been an increase in the proportion of casual users who found out about the scheme by seeing one of the docking stations (up from 33% to 44%), in line with the ongoing expansion of the Santander Cycles scheme.



The quality of the bikes are the main area that users would seek to improve. Increasing the number of docking stations is another popular improvement.



The overall satisfaction with the Santander Cycles scheme has reached a peak score of 86, and the recommendation level has also reached a record high of 92. The majority of casual users are young, white, male, and living in London. The awareness of Santander Cycles membership has slightly decreased but still remains high with eight out of ten people being aware. However, awareness of the new self-guided bike rides available online is lower at 22%. The convenience and ease of use are the main attractions of the scheme, but the lack of space and the heaviness of the bikes are the most common reasons for dissatisfaction.

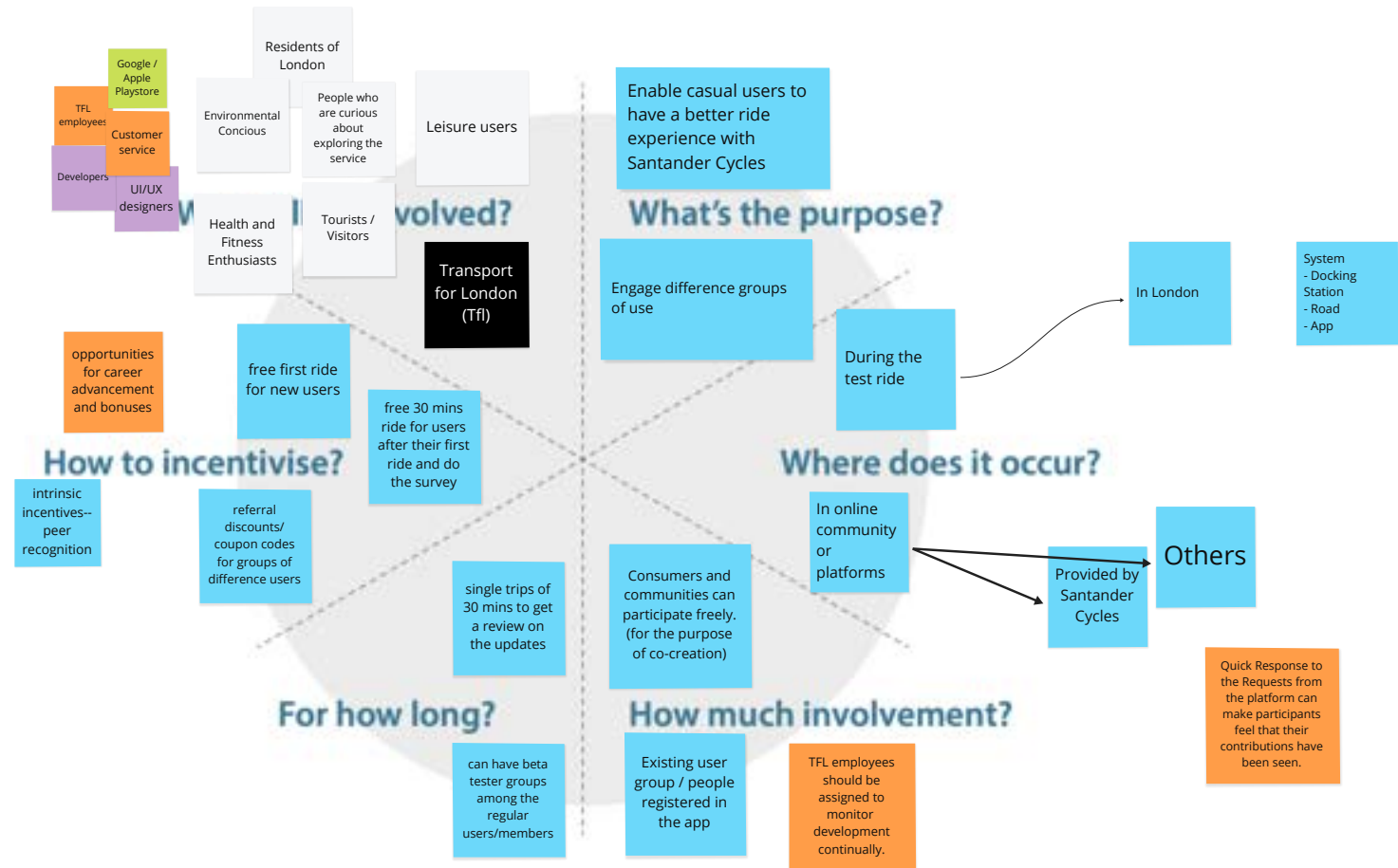
Thought: The majority of casual users of Santander Cycles in London are young, white, and male. Most of them use bicycles for leisure. While awareness of Santander Cycles membership remains high, awareness of the new self-guided bike rides available online is relatively low. The scheme's convenience and ease of use are its main attractions, but issues such as limited space and heavy bikes are common reasons for user dissatisfaction. Notably, the proportion of users does not reflect the diverse ethnic composition of London's population. It is not just about ethnicity, indicating potential gaps in accessibility and appeal for individuals from different ethnic backgrounds.

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Design Tools for Strategic Innovation

Co-creation Framework



The 'Co-creation Framework' helps us assess and align the co-creation project portfolio with the company strategy. In practice, we can use these six diagnostic questions to help us design our distinct approach to co-creation/co-innovation based on involving different stakeholders into the value chain.

Co-creation

The study of Santander Cycle involves exploring the concept of co-creation and its application within the context of this bike-sharing service. Co-creation, a collaborative and interactive process emphasizing mutual engagement and value generation, enables the creation of new realities and identities through playful interaction, fostering meaningful experiences for users (Roser, 2023). To effectively implement co-creation in Santander Cycle, a six-question assessment framework can be used. This framework helps align co-creation projects with strategic priorities. It includes considerations about the purpose of co-creation, the types of co-creators involved, the location within the innovation process, the level of engagement and involvement, the duration of co-creator involvement, and the incentives provided to co-creators (DeFillippi & Roser, 2014).

Innovation in Santander Cycle necessitates collaboration and engagement, extending beyond individual efforts. Embracing risk, conducting thorough research, and exploring uncharted territories are vital elements of the innovation process (DeFillippi & Roser, 2014). By studying Santander Cycle through the lens of co-creation, we gain insights into how this collaborative approach can enhance the service, foster innovation, and create meaningful experiences for users.

PURPOSE: The goal is to engage various user groups by offering a simple and accessible bicycle-sharing service. Santander Cycles offers a variety of user segments the services they require, whether it is for recreation, transportation, or city exploration. What we focus on is to improve the trip experience for casual users.

CO-CREATOR TYPE: The co-creators of Santander Cycles include Transport for London (TfL), tourists/visitors, health and fitness enthusiasts, leisure users, environmentally conscious individuals, and residents of London. These co-creators are diverse and involve various relationships (Roser et al., 2013), who actively contribute to the development and success of the bike-sharing service. TfL, as the main authority, oversees the operations and infrastructure of Santander Cycles. Tourists, health enthusiasts, and leisure users contribute to the demand and usage of the service. Residents of London benefit from the convenience and accessibility of the system.

LOCUS: The co-creation of Santander Cycles happens throughout the whole process of innovation depending on different types of co-creators. While generally the customers are involved in from idea generation to marketing phases (Roser et al., 2009), in this case the users of Santander Cycles mostly take part in the testing stage of several key touch points. Firstly, the docking stations scattered across the city serve as the physical infrastructure where users can pick up and return bicycles. Secondly, the roads of London act as the network through which users navigate and explore the city. Additionally, the Santander Cycles mobile app plays a crucial role by enabling users to locate nearby docking stations, check bike availability, and make reservations. Lastly, the community and various platforms, provided both by Santander Cycles and other stakeholders, contribute to the design, promotion, support, and engagement surrounding the service.

INTIMACY: There is significant involvement in Santander Cycle, allowing consumers and communities to freely participate in the co-creation process. The existing user group, consisting of people registered in the app, plays a crucial role in providing feedback and suggestions for improvement. Continuous monitoring by Transport for London (TfL) employees ensures that the development of the service is consistently overseen. Additionally, a quick response to requests from the platform demonstrates that participant contributions are acknowledged and valued, fostering a sense of engagement and satisfaction. This active involvement from various stakeholders fosters a collaborative environment, enhancing the overall experience and ensuring that the service meets the needs and expectations of its users.

TIME: Co-creators should be involved in Santander Cycle for a duration that allows for meaningful feedback and testing. For single trips of 30 minutes, users can experience the updates and provide quick reviews. Additionally, establishing a beta testers group among regular users/members would allow for more in-depth and ongoing involvement, as they can provide comprehensive feedback on new features or improvements over an extended period. This iterative approach ensures that co-creators have sufficient time to experience the changes, provide valuable insights, and contribute to the continuous enhancement of the Santander Cycle service.

INCENTIVES: There are several factors that can encourage users to engage with Santander Cycle. Offering a free 30-minute ride to users after their first ride, coupled with a survey, incentivizes participation and provides an opportunity for feedback. Referral discounts or coupon codes for different user groups can encourage users to invite others and promote the service. Providing a free first ride for new users serves as an attractive incentive to try out Santander Cycle. Intrinsic incentives such as peer recognition for active users who contribute to the community can enhance engagement and a sense of belonging. Additionally, opportunities for career advancement and bonuses within the Santander Cycle ecosystem can further motivate users to actively participate and contribute to the service's success.

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Design Tools for Strategic Innovation

Innovation Matrix



The 'Innovation Matrix' is a tool that can be used to distinguish incremental, radical, open and closed innovation. Considering these aspects helps us to strategically assess and position new ventures based on novel products, services and business models.

Service Innovation Strategy

The Innovation Matrix is a valuable tool for analyzing service design strategies. It provides a positioning template with two axes: Open and Closed innovation, and Radical and Incremental Innovation. This matrix helps understand the current and desired direction of innovation strategies for a particular product or service (Roser, T. 2023). It is essential to recognize that innovation is a dynamic process. The best starting point is to examine how an organization creates unique value for its customers. Strategy plays a crucial role in this analysis, as it sets the foundation for strategic growth and sustained profitability. Co-creation, which involves collaborating with customers and stakeholders, is a key factor in driving innovation. In terms of the Open vs. Closed Innovation axis, Closed Innovation represents the traditional approach where companies rely on internal resources and knowledge for innovation (Chesbrough, 2003). This includes the traditional R&D process, market research, and product launch strategies. On the other hand, Open Innovation is a more inclusive approach that involves leveraging external sources of knowledge, such as crowd-sourcing and user-generated markets, to accelerate innovation and expand market opportunities (Chesbrough, 2006). On the other hand, the Incremental vs. Radical Innovation axis highlights the continuum of innovation. Incremental Innovation builds upon existing knowledge and resources, making it more affordable and enabling better communication and market acceptance. It focuses on gradual improvements and preventing products from becoming obsolete. In contrast, Radical Innovation involves entirely new knowledge and resources, potentially disrupting markets and creating new opportunities (McDermott & O'connor, 2002). It can lead to the emergence of new players and replace existing competitors' products.

Understanding the different dimensions of the Innovation Matrix allows service design strategists to assess their current position and determine the desired direction for innovation. By evaluating these factors, decision-making regarding resource allocation, partnerships, and collaboration can be informed to drive effective service design strategies. In the case of Santander Cycles, its positioning in the Innovation Matrix has evolved, with the original classification reflecting a combination of closed and semi-radical innovation. However, we propose that the future innovation position of Santander Cycles should be categorized as incremental innovation with a stronger emphasis on open innovation. Santander Cycles provided a valuable service, but there were a few disadvantages. For example, the docking stations were inconvenient. However, our research, observations, value proposition, and undertake several tools revealed that the docking station system effectively addressed several issues associated with bike rentals, such as reliability, cycle quality, and the general tidiness of the neighbourhoods surrounding the docking stations. On the other hand, we identified several minor usability issues that remained unresolved, such as the inability to use an Oyster card, payment issues, a lack of real-time rental time display while cycling, and an app that is not user-friendly for travel planning. While frequent users benefited from certain features that simplified and reduced the cost of the service, it presented obstacles for new or occasional users. Additionally, The majority of Santander Cycles users are young, white, and male (Transport for London, 2015), indicating potential gaps in accessibility and appeal for individuals from different backgrounds in London. This was in opposition to the scheme's original intent, which was to promote cycling as a sustainable and healthful mode of transportation for everyone.

After undertaking Stakeholder Maps, we determined that Transport for London (TfL) and Santander Bank administered the service in a relatively closed service operation. No secondary consumers were actively involved in creating or enhancing the quality of the service (Mayor of London and TfL, 2018). This lack of inclusiveness hindered service innovation. Contradictorily the fact that Santander Cycles operates as a semi-public transport system in various areas of London, it involves a more significant number of stakeholders than other brands. These parties include users with multiple objectives, various government agencies, and local residents. To facilitate innovation at Santander Cycles, we propose implementing a multi-stakeholder, open-approach model. Santander Cycles aim to become facilitators and participants in consumer-centered communities that provide feedback and opportunities for service enhancement (Transport for London, 2021). This strategy is more concerned with social issues than with business opportunities. Providing an alternative mode of transit for brief trips within the city can reduce traffic congestion, improve air quality, encourage physical activity, and improve the well-being of Londoners.

In conclusion, by adopting an open-approach model that embraces collaboration with stakeholders and prioritizes incremental innovation, Santander Cycles can address usability issues, enhance inclusiveness, and fulfil its original goal of promoting cycling as a sustainable and accessible mode of transportation for individuals from diverse backgrounds in London. Through the active involvement of stakeholders and a focus on social impact, Santander Cycles has the potential to contribute to a healthier and more sustainable urban environment while meeting the evolving needs of its users.

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